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REPORT ON THE EVALUATION OF THE ITC PROGRAMMES:

SPECIAL PROGRAMME OF TECHNICAL CO-OPERATION WITH THE LEAST DEVELOPED COUNTRIES

and

TRADE PROMOTION ORIENTED TO RURAL DEVELOPMENT

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The views expressed in this report are those of the evaluation consultant.

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Note

The following abbreviations are used in the report:

ACC	Administrative Committee on Co-ordination
CEAO	Communauté economique de l'Afrique de l'Ouest (Economic Community of West Africa) consisting of: Ivory Coast, Mali, Mauritania, Niger, Senegal, Upper Volta
DIP	Division of Interregional Programmes, ITC
DTC	Division of Technical Co-operation (Regional and Country Programmes) ITC
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
ITC	International Trade Centre UNCTAD/GATT
JAG	Joint Advisory Group on the International Trade Centre UNCTAD/GATT
LDCs	Least Developed Countries
OSP	Office for Special Programmes, DIP/ITC
SNPA	Substantial New Programme of Action for the 1980s for the LDCs
TC/LDCs	Special Programme of Technical Co-operation with the Least Developed Countries
TD	Technical Division, ITC
TPO	Trade Promotion Organization
TP/RD	Trade Promotion Oriented to Rural Development
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
WCARRD	World Conference on Agrarian Reform and Rural Development
WORLD BANK	International Bank for Reconstruction and Development

PRESENTATION

1. This evaluation report is respectfully submitted to the Joint Advisory Group (JAG) on the International Trade Centre UNCTAD/GATT for its scheduled discussions of two ITC special programmes at its seventeenth session, in April 1984.

2. The report, terminated on 18 October 1983, was finalized by the end of October. The prescribed limitation for the report itself of 32 pages involved the elimination of secondary material collected during the evaluation exercise, which began on 6 June 1983. At the same time the essentials have been retained and it is sincerely hoped that thereby JAG may give consideration to, and come to an agreement on, the future of the two special programmes under evaluation.

PART I

A. Plan and structure of the report

3. This report is divided into three main parts. The factual elements are presented in Parts I and II. Part II also presents the results of the evaluation consultant's research work, partly schematically in tabular form and partly by additional explanations providing further factual information, including some of the information gleaned from evaluation missions. Part III provides the evaluation and contains proposals for the future orientation of the two special programmes.

4. The structure of the report gives rise to a certain amount of repetition. This is intentional as it will enable those who are familiar with the activities carried out under these two programmes to refer immediately to Part III. Others may find it useful to brief themselves on the background material in Parts I and II before considering the evaluation proper in Part III. But more important still, the presentation of only facts in Parts I and II was intended to facilitate the arrival at an independent conclusion by the reader, a conclusion that may not necessarily be the one presented in this report.

B. Methodology

5. In accordance with the consultant's terms of reference, given in annex I, selected countries in the four operational regions of ITC were visited as well as agencies, such as FAO, the World Bank, UNDP headquarters, UNCTAD and UNIDO. The original schedule included two Asian countries, Nepal and Bangladesh, one Central American country, Honduras, one Caribbean country, Haiti and four countries in Africa. Unfortunately, this schedule had to be modified. The mission to Nepal was not realized: such a visit was to have confirmed the research already effected concerning the programmes and their possible application in this country. However, a meeting in Geneva with the ITC senior trade promotion adviser of the ITC national project in Nepal confirmed the research findings. In Africa, missions were undertaken to the Sudan and Senegal. The proposed mission to Niger had to be cancelled while Malawi was not visited partly because the technical assistance through the two programmes had not yet started there. The limited time available (compounded by the constraints of time-consuming flight connections within the African region) prevented

the inclusion of more countries. Nevertheless, research at ITC headquarters provided sufficient information to give substance for the evaluation required concerning the input of the two programmes in the African region.

6. Throughout the evaluation exercise, a number of people were consulted, the purpose being to obtain information that might serve as guidelines for the recommendations concerning the future of the two programmes. (A list of persons met is given in annex II.)

C. General information

7. The Joint Advisory Group, at its fifteenth session in March 1982, agreed that the programmes to be evaluated in 1983 for discussion at its seventeenth session in April 1984 would be the Special Programme of Technical Co-operation with the Least Developed Countries (hereinafter referred to as LDCs) and the special programme on Trade Promotion Oriented to Rural Development.

8. The evaluation of these two programmes from their inception in 1979 until the present time was entrusted to the evaluation consultant in June 1983. It was to be presented to the Director of Programme Resources and External Relations in his capacity as Secretary to the JAG for subsequent consideration by the Joint Advisory Group at its April 1984 session. The purpose of the evaluation was to provide the Joint Advisory Group with information, conclusions and recommendations to enable it to assess these programmes and make recommendations for their future.

9. Each programme, as defined in ITC's Second Medium-Term Programme, 1981-1983, has the following objectives:

(a) Technical co-operation with LDCs (TC/LDCs)

(i) To alleviate the structural weaknesses holding back the expansion of exports of LDCs; (ii) to assist governments of LDCs in formulating and implementing a policy frame for the development of exports, including basic export-oriented development policies, and appropriate export development planning mechanisms; (iii) to provide technical support to governments of LDCs in the identification and formulation of viable export development projects aimed at the creation of a production base for export; (iv) to foster the development of production co-operation arrangements for agricultural products, and joint export promotion ventures for manufacturers, between LDCs and their trading partners; (v) to provide the basic export service infrastructure required to sustain the development of exports.

In the Third Medium-Term Programme, 1983-1985, objective (iv) was eliminated and it was emphasized that this programme would complement ITC assistance to LDCs provided within the framework of country projects.

(b) Trade promotion oriented to rural development (TP/RD)

(i) To make governments increasingly aware of the key importance of fostering the development of exports of products derived from rural-based economic activities; (ii) to expand export returns to the poorer sections of the rural population in selected developing countries through pilot export development activities dealing with rural-based products.

These objectives were subsequently refined in the Third Medium-Term Programme, 1983-1985, as follows:

- To make governments and international bodies increasingly aware of the potential contribution of exports to the rural development programmes of developing countries;

- To encourage co-operation among key government bodies concerned with rural development, and between these and external co-operation agencies interested in rural development programmes with a particular bearing on export development;

- To bring the rural development dimension into sharper focus within ITC technical co-operation country projects.

10. These two programmes were initiated in 1979 and have been in operation ever since. They have been attached, since the beginning, to the office that is now known as the Office for Special Programmes (OSP) within the Division of Interregional Programmes (DIP); in other words, the two programmes have been set up neither within the Technical Division nor within the Division of Technical Co-operation (regional and country programmes). These administrative arrangements and their consequences are discussed in Part III.

11. The Special Programme of Technical Co-operation with the Least Developed Countries (TC/LDCs) covers the present 36 LDCs.[1/] However, the Programme on Trade Promotion Oriented to Rural Development (TP/RD) is not limited to LDCs but includes all developing countries. Under the TP/RD programme, there have been missions (a number in a series of missions to the same countries) to the Niger, Upper Volta, Mali, Senegal, Somalia, Ethiopia, Lesotho, Swaziland, Cuba, Honduras, Malaysia, Nepal, Sierra Leone and Pakistan. In connection with a possible future orientation of the TP/RD programme, countries falling under the group of low-income developing countries but not within the LDCs group include Burma, Egypt, India, Indonesia, Kenya, Madagascar, Mauritania, Mozambique, Pakistan, Sri Lanka and Zaire.[2/]

12. In comparison with other parallel ITC programmes, the total financial input into these two programmes was relatively small as shown in table 1 of annex III. In spite of this relatively small financial input, it is considered that these programmes have a catalytic role, which is explained in more detail below.

1/ United Nations Conference on Trade and Development, Handbook of International Trade and Development Statistics, 1983 (New York), page x: developing countries in Africa (25) - Benin, Botswana, Burundi, Cape Verde, Central African Republic, Chad, Comoros, Djibouti, Equatorial Guinea, Ethiopia, Gambia, Guinea, Guinea Bissau, Lesotho, Malawi, Mali, Niger, Rwanda, Sao Tome and Principe, Sierre Leone, Somalia, Togo, Uganda, United Republic of Tanzania, Upper Volta; elsewhere (11) - Afghanistan, Bangladesh, Bhutan, Haiti, Lao People's Democratic Republic, Maldives, Nepal, Samoa, Sudan, Democratic Yemen, Yemen Arab Republic.

2/ Ibid., page xi.

(a) In the general context of the activities of both programmes, they support ITC national projects and other relevant activities by special inputs to be followed up within ITC national projects or through other means;

(b) In particular contexts, both programmes have catalytic roles within LDCs, or in the case of the TP/RD programme, within LDCs and other developing countries. The official counterpart of ITC in a developing country is usually the trade promotion board or its equivalent in a Ministry of Commerce. However, the two special programmes have to work with other specialized organizations, such as the Ministry of Agriculture, departments of rural development and small-scale rural industries and handicraft boards.

13. A brief reference to the TP/RD programme is inserted here because, in practice, positive developments have made it so that the TC/LDCs special programme has in effect applied elements of relevance to the TP/RD programme. The TP/RD programme is based on the need for concentrated attention to an area of crucial importance to most developing countries, that is, the prospect for export development through trade promotion from a largely agrarian traditional economic milieu. Furthermore, if the domestic market is not large enough for potential rural products, a market would have to be sought beyond the national borders. Export outlets could help widen the market for a growing volume of products at remunerative prices, thereby helping to generate rural employment and income and in turn stimulating further investment. This is the basic rationale of a trade promotion programme for rural products and it indicates how such a programme could accelerate the rural development process through its cumulative (multiplier) effect in the economy. In practice, the TC/LDCs special programme has had the same applications. A number of projects could have fallen in either programme but were implemented through the TC/LDCs programme.

14. In the application of the basic concepts, the type of assistance provided through the two programmes, TC/LDCs and TP/RD, to developing countries may be summarized as falling under one or more of the four broad categories: (a) programming missions; (b) market and product research; (c) trade promotion; (d) other specialized services. These four main categories have been developed accordingly in the light of experience gained.

D. Background

15. In March 1979, the Executive Director of ITC presented to JAG at its twelfth session a comprehensive document[3/] providing the rationale for the then proposed ITC activity. The proposals were incorporated into another document[4/] presented at the same time to JAG.

16. The reasons for these proposals, subsequently taken up in the Second Medium-Term Programme of ITC[5/], were the deterioration of the trade sector of LDCs, compared with other developing countries, due essentially to the weakness of the production base. This deficiency could be overcome by

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3/ ITC/AG(XII)62, 23 November 1978.

4/ Incorporated into document ITC/AG(XII)60, 24 November 1978, pages 9-13.

5/ ITC/AG(XIV)71, 27 October 1980, paragraphs 138-149, pages 33-36.

export production and development, with ITC providing specialized technical assistance in export promotion; the provision of this special assistance was to be carried out by ITC as a separate input, in addition to the traditional ITC technical assistance provided to developing countries in trade promotion and marketing.

17. Prior to the submission of these proposals to JAG in March 1979, the Executive Director had introduced this subject to ITC professional staff members for discussion. A number of the staff members had reservations: some considered it superfluous to have a special programme of technical co-operation with LDCs since ITC was already providing substantive and substantial technical assistance to LDCs. Concerning trade promotion oriented to rural development, a few of the staff felt that ITC was entering a field beyond its terms of reference since rural development was a vast area in which appropriate assistance could be provided by organizations other than ITC and since export promotion in this field was only a marginal component, if at all. Nevertheless it appears that these reservations remained somewhat muted. The matter is raised here to draw attention to the fact that there were doubts and reservations even before the programmes were established.

E. Pre-evaluation discussions

18. Since 1979, ITC has regularly provided information on the development of the two programmes under evaluation (TC/LDCs and TP/RD) in its annual reports submitted to the JAG. While many observations were positive, a donor country representative, in a JAG Technical Committee meeting in February 1981, did express doubts as to the general feasibility of the TC/LDCs special programme. No bias is intended for singling out this one observation out of many others. It is included as one example, among others, which put additional responsibility for an evaluation to probe all possible aspects in the evaluation exercise.

PART II

A. Formative and initial stage, 1979-1980

19. The two programmes (TC/LDCs and TP/RD) went through their formative stage in 1979-1980. Although both programmes were initiated in 1979, the first missions under the TP/RD programme actually took place in 1980 as there was some delay in the release of funds earmarked for this programme. Under the TP/LDCs programme, a few missions were made in 1979 to African countries, mainly for the export development of the apicultural industry.

20. Both programmes were rather slow in becoming substantive. This is understandable as new activities take time to become properly established. There appear to have been some initial difficulties, one of which was probably the moot question of how best to apply the new concepts that these programmes implied. Another was possibly the timing of the appointment of a person to be directly responsible for the programmes under programme financing. Management of the Office in which these two programmes were set up (now OSP) obtained the services of outside consultants who were expected to provide advice on appropriate methodology for the conceptual framework of the two programmes and to prepare practical guidelines. The result of this effort was somewhat indefinite.

21. After the appointment of a senior adviser for one year, under programme financing, some sort of administrative pattern emerged for the practical continuity of the programmes. This pattern followed the directives given by management through the sending of missions to selected countries to provide various kinds of technical assistance in trade promotion and marketing. Nevertheless, throughout the incumbency of this adviser in the post, it was still not possible to determine whether a really significant new approach was in practice feasible or not. During this formative stage, contact and liaison were established with other organizations concerned, such as FAO, World Conference on Agrarian Reform and Rural Development (WCARRD) and UNIDO. This senior adviser left after one year and was not replaced immediately. Furthermore, within the management of OSP there was a relatively fast turnover of staff through a succession of three officers. This left only the top management of OSP to assure the continuity of the two programmes. These staff changes within OSP management and the gaps in appointments within the programmes themselves affected and slowed down their substantive implementation.

B. Contemporary stage, 1981-1983

22. A senior adviser, the present incumbent of the post under the programme financing, directly responsible for the programmes, was appointed in April 1981. With this appointment the contemporary stage of the two programmes may be said to have begun.

23. The number of missions increased appreciably. A number of them continued market and product research into the products that had been selected in 1979 at the beginning of the programmes. Among these were fresh fruits and vegetables, handicrafts, hides and skins, leather products, medicinal herbs and spices. Some other products were added, such as animal by-products including gelatin, essential oils, gum arabic and pulses.

24. Another activity under the two programmes has been liaison and joint activities with FAO and UNIDO. Furthermore, of particular relevance was ITC's participation in the meetings of the United Nations Conference on the Least Developed Countries held in Paris in September 1981, which led to the elaboration of the Substantial New Programme of Action for the least developed countries for the 1980s (SNPA). Special trade promotion measures for LDCs were recommended by ITC in the context of the two programmes and these were endorsed by the Conference in a resolution in connection with comprehensive export development, marketing and trade promotion.[6/] The resolution in particular recommended a strengthened role for ITC in providing such comprehensive strategies.[7/] Subsequently ITC, in the framework of the activities under the two programmes, participated in the UNDP-sponsored Asia-Pacific Round Table Meeting of Least Developed Countries and their Development Partners, 9-18 May 1983. The ITC special programme projects and activities were reviewed and proposals were made for joint and co-operative projects with other relevant agencies for the benefit of LDCs.

6/ A Conf/104/22, Part I, Paragraph 57 (a), (b), (c), (d), (g) and (h), page 17.
7/ Ibid., Paragraph 79 (e), page 25.

25. Another important activity in the context of the TP/RD programme was ITC's participation, as a member of the ACC Task Force on Rural Development,[8] in the inter-agency meetings to follow the implementation of the WCARRD Resolution (WCARRD/Rep, July 1979),[9] which called upon ITC to provide increased technical assistance in trade promotion to developing countries, in particular in connection with the export of processed agricultural products involving rural small-scale production. Furthermore, there was a joint ITC/Interagency mission to Ethiopia in May 1982 to review implementation of WCARRD recommendations and evolve a future assistance programme.

26. The two special programmes (TC/LDCs and TP/RD) are under the direct responsibility of a senior adviser within the Office for Special Programmes. Top management of OSP has provided general supervision and influenced the direction. The senior adviser was closely involved in the conceptualization, planning, programming and management of all the missions under the two programmes. He also reviewed programme performance, prepared special and periodic reports and developed new projects. He provided advisory assistance to a few national projects having rural development components. In addition, he undertook several missions and participated in an inter-agency mission with FAO. He prepared ITC's contribution to, and participated in, the United Nations Conference on LDCs in Paris in September 1981, a UNDP/LDCs review meeting on the implementation of SNPA, and the annual meetings of the Task Force on Rural Development of the Administrative Committee on Co-ordination of the United Nations held in Rome, already referred to in paragraphs 24 and 25 above.

C. Schematic presentation of the results of research, missions and of other information acquired during the evaluation exercise

27. Essentially, the contemporary stage (1981-1983) of the TC/LDCs programme has consisted of a series of missions by experts to a number of LDCs and of other related activities concerning the export development of selected products. In addition, there have been programming missions, missions concerning training needs, and other specialized technical assistance on matters such as packaging, export financing and incentives, quality control, and costing and pricing. From 1979 to 1983, there have been over 100 missions and related activities under both TC/LDCs and TP/RD programmes. Since they form the bulk of the technical assistance provided under these programmes, they have been taken up in tables 1 and 2 on pages 13 to 18.

28. A few explanations may be pertinent. In certain cases there have been one or two missions or even a series of missions to selected developing countries concerning the same selected product or groups of products. In a number of cases, the missions went to developing countries where there were no ITC national projects or they constituted programming missions in preparation for a possible ITC national project. In others, the missions were undertaken either in support of, or in addition to, the national project already being implemented in a developing country.

8/ Administrative Committee on Co-ordination presently located at FAO.

9/ World Conference on Agrarian Reform and Rural Development Part I, Section 8, International Trade, pages 16-18.

29. For a number of these missions, the interregional character was maintained, that is to say, one or more products were selected for market and product research for the benefit of countries in different regions, or the same expert or specialist was sent to different regions.

30. One of the main constraints to follow-up to the missions carried out under the programmes has been the lack of financing for applying the recommendations of the experts. These financial constraints occurred even in cases where the government itself was anxious for the implementation of the expert's recommendations, which, however, implied greater financial input than originally contemplated in ITC national projects, where such projects existed. In a number of cases, if UNDP financing were not available, recourse to outside financing would have had to be made. There were cases where the interested authorities felt frustrated at not being able to carry out the expert's recommendations, due to lack of the necessary funds, and on occasion, this situation raised doubts as to ITC's capacity to follow through.

31. Summary information on the missions undertaken, by region and country and by year, is given in tables 1 and 2. This information is provided in order to pinpoint results, in particular in terms of follow-up. Owing to the extent of these missions and activities, they must form part of the evaluation in Part III of this report.

32. Twenty-five of the thirty-six countries considered to be least developed countries are in Africa. The Office for Africa in ITC's Division of Technical Co-operation felt that the inputs for the countries of the African region under the two programmes were insufficient and tended to favour other regions. However, the geographic percentage distributions of financial inputs for the missions undertaken under the TC/LDCs and TP/RD programmes, presented in table 2 in annex III, show that the biggest proportion of inputs for technical assistance by the two programmes has been directed to the African region. This apparent anomaly is considered in the evaluation in Part III.

33. In accordance with the terms of reference for the evaluation, the cost factor of the two programmes was also considered. The relevant figures are presented in table 1 in annex IV. This table again shows the relatively small scale of financial input to the two programmes. It also shows that financial inputs have decreased with a consequent reduction in scope as originally conceived. This decline, apparently intentional, impels serious analysis and projection to be taken into consideration in the evaluation in Part III.

34. The implementation of these two programmes has been possible only because of donor contributions in response to the many project proposals presented to them concerning the TC/LDCs special programme and to the two project proposals concerning the TP/RD programme. Table 2 in annex IV lists the donors and their yearly contributions.

35. The evaluation consultant's field missions had two main objectives. First, to look into the impact and possible follow-up of the missions undertaken under the two programmes, and secondly, and possibly of greater importance, to obtain examples of successful independent national programmes of trade promotion and marketing oriented to rural development. A number of these were researched and have been used as a basis for the conclusions and recommendations concerning the two programmes in Part III.

Table 1

Missions and other activities under TC/LDCs programme, by year and by country/region, 1979-1983

Country/region	TC/LDCs inputs	Results
1979		
Africa		
Burundi	Export development of apicultural industry	No ITC follow-up
Central African Republic	Export development of apicultural industry	No follow-up; financial constraints
Ethiopia	Export development of apicultural industry	No ITC follow-up
United Republic of Tanzania	1) Export of cardamoms, cloves 2) Export development of apicultural industry	Follow-up by ITC national project[a/] " "
Upper Volta	Export development of apicultural industry	No ITC follow-up. An ITC national project began in July 1983
Europe, Mediterranean and Middle East		
-	-	-
Asia and Pacific		
Nepal	Export of large cardamoms to selected countries	Follow-up in subsequent marketing exercises
Central and South America		
-	-	-
Interregional		
-	-	-
1980		
Africa:		
Botswana	Assessment of training needs	No ITC follow-up
Burundi	Agricultural products	No ITC follow-up; taken up by another organization
Comoros	Marketing of spices and their derivatives	No ITC follow-up (programming mission scheduled in 1983)
Lesotho	Training needs in trade promotion and marketing	Taken into consideration under ITC national project
Rwanda	Trade promotion	Proposed UNCTAD/ITC project but not followed-up because of lack of UNDP funds
Ethiopia, Somalia Sudan[b/]	Preparatory assistance on Market News Service on hides, skins and semi-tanned leather	Pending technical solutions: expected implementation in October 1983
Mali, Niger, Upper Volta	Market information on herbal/ medicinal plants and infusions	Led to project for marketing of pulses (not on herbal/medicinal plants and infusions)
Asia and Pacific		
Bangladesh	Preparatory assistance on Market News Service on hides, skins and semi-tanned leather	Pending technical solutions
Europe, Mediterranean and Middle East		
-	-	-
Central and South America		
-	-	-
Interregional		
	Reptile skins	No substantive follow-up
	Markets for herbal/medicinal plants and infusions	Under ITC Technical Division and taken up in national projects

Table 1 (cont'd)

Country/region	TC/LDCs inputs	Results
	Methodology for research and programming of trade promotion for LDCs	Used for project planning
	ITC Core List: basic documentation for Trade Information Services	Distributed; extent of impact uncertain
	Fact-finding mission on markets for hides and skins	Implementation expected
1981		
Africa		
Botswana	Animal by-products for manufacture of gelatin	No ITC follow-up
Botswana	Hand-woven floor coverings	No ITC follow-up: financial constraints
Burundi	Export promotion	No ITC follow-up
CEAO (Economic Community of West Africa)	Export packaging	Followed up by three subsequent regional seminars and followed up at national level in Senegal
Ethiopia	Action learning programme in export marketing	Next phase included in new ITC national project to be implemented
Ethiopia	Animal by-products for gelatin manufacture	Included in new ITC national project to be implemented
Lesotho	Handicrafts, hand-woven floor coverings and wall hangings	No ITC follow-up because of financial constraints and change of management of certain exporting firms
Mali, Niger, Upper Volta	Training needs and capacity analysis in trade promotion and marketing	Used in the planning and implementation of ITC regional training project
Central African Republic	Trade promotion	No ITC follow-up
Somalia	Animal by-products	No follow-up due to lack of funds
Uganda	Trade promotion and development	Follow-up: UNDP/UNCTAD national project with extensive ITC components (seminar, trade information services, marketing of horticultural products)
Europe, Mediterranean and Middle East		
Sudan	Animal by-products for gelatin and glue manufacture	Follow-up studies effected
Sudan	Animal by-products, trade consultation programme	Follow-up studies effected
Yemen Arab Republic	Animal by-products, trade consultation programme	No follow-up
Asia and Pacific		
Bangladesh	Animal by-products, trade consultation programme	Being followed up as a priority export product group
Bangladesh	Markets for hand-woven textiles: interior utility and decorative goods	Being followed up, special attention being given for improvements
Bangladesh	Fruits and vegetables	Being followed up
Bhutan	UNCTAD/ITC trade review	Follow up by 2 ITC small-scale projects
Nepal	Hand-woven textiles for interior decoration goods	Being followed up
Nepal	Essential oils	Being followed up
Nepal	Promotional brochures[c/]	Disseminated

Table 1 (cont'd)

Country/region	TC/LDCs inputs	Results
Central and South America		
Haiti	Programming	Pending; financial constraints
Haiti	Hand-woven textiles for interior decoration	Pending
Haiti	Essential oils	No immediate follow-up; question being considered by government authorities in 1983
Interregional		
Selected Asian and and African LDCs	Basic training programmes in trade promotion	Exercise completed
LDC Study	Development of methodology for viable export development projects	Used to brief experts
UN/LDCs	ITC technical co-operation conference, role of ITC in Paris Conference on LDCs	Utilized
UN/LDCs	Expert potential for potential study	Used for ITC export potential study
1982		
Africa		
Benin, Niger, Togo, Upper Volta (West Africa)	Niébé and Voandzou	Follow-up within Niger national project. In other cases, possible medium-term follow-up depending on findings
Ethiopia, Malawi, Sudan[b/], United Republic of Tanzania	Marketing of pulses	Follow-up possible in ITC national project in Ethiopia (which is to be implemented). Tanzania follow-up in November 1983 in national project
Ethiopia	Action learning programme in export marketing and promotion	Next phase included in new ITC national project to be implemented
Upper Volta	Trade promotion	Follow-up: led to national project in operation since July 1983
Malawi	Gum naval stores, spices and essential oils	Continuation under national project depending on availability of funds
Mali, Senegal	Gum arabic	Being followed up. Market report being used as reference for Acacia plantations
United Republic of Tanzania	Quality control	Some of the recommendations being followed up within ITC national project
United Republic of Tanzania	Essential oils, spices, gum naval stores	Being followed-up within the context of national project
Ethiopia	Promotional brochure[c/]	Disseminated
Lesotho	Promotional brochure[c/]	Material provided and in use, no immediate follow-up required.
Europe, Mediterranean and Middle East		
Sudan	Gelatin	Being followed up with UNIDO
Asia and Pacific		
Bangladesh	Export prospects for crocodile farm	No follow-up
	Promotional brochure[c/]	Being disseminated
Lao, PDR	Trade promotion	Pending; presently no ITC follow-up
Nepal	Potential for manufacture and export of jewellery	Follow-up within ITC national project
Bangladesh	Promotional brochures[c/]	Demonstration model

Table 1 (cont'd)

Country/region	TC/LDCs inputs	Results
Central and South America		
-	-	-
Interregional		
	Essential oils and spices from LDCs	Dissemination for possible follow-up
1983		
Africa:		
Cape Verde	Trade promotion	Pending
Guinea-Bissau	Export promotion	Pending
Gambia	Trade promotion	Pending
Malawi	Promotional brochure[c/]	Disseminated
Malawi	Gum naval stores (export opportunity study)	Follow-up expected under ITC national project
Malawi	Export financing and incentives	Being followed up under ITC national project
Sudan[b/]	Promotional brochure[c/]	Being printed
United Republic of Tanzania	Quality control, agricultural exports	Complementary inputs provided under ITC national project
United Republic of Tanzania	Export packaging	Government reiterated interest. Pending; financial constraints
United Republic of Tanzania	Workshop on export financing	Satisfactory recommendations; being followed up through national project
United Republic of Tanzania	Export financing, credit insurance and guarantees	Follow-up expected
Europe, Mediterranean and Middle East		
	-	-
Asia and Pacific		
Bangladesh	Export incentives	Summarizing situation to revive interest; some recommendations followed up
Bangladesh	Quality control for agricultural exports	Follow-up expected
Bangladesh	Export financing	To revive interest. Follow-up expected. Seminar scheduled.
Bangladesh	Export packaging	Limited impact
Nepal	Ready-made garments	Follow-up within ITC national project
Central and South America		
-	-	-
Interregional		
	Markets for, and quality requirements of, inedible animal by-products	Pending dissemination
	World market for gelatin and gelatin-based products	Study being processed for printing as a Technical Division exercise

a/ Term used to distinguish activities from those provided by the two programmes under evaluation.
b/ Sudan included under Middle East subregion.
c/ While this input was included in the final list of missions and activities within the TC/LDCs programme that was given by OSP/DIP to the evaluation consultant, it apparently did not form part of the TC/LDCs special programme as such.

Table 2

Missions and other activities under TP/RD programme, by year and by country/region, 1980-1983

Country/region	TP/RD inputs	Results
1980		
Africa		
Mali, Niger, Senegal, Upper Volta	Export development of onions	Interest expressed but may have limited impact. Main exporter is Niger
Somalia	Hides, skins and leather	Pending availability of funds
Europe, Mediterranean and Middle East		
-	-	-
Asia and Pacific		
-	-	-
Interregional		
	Workshop on TP/RD with FAO, ILO, UNIDO	Enhanced liaison with other UN agencies
	Expert consultations on methodology and evolution of special programme oriented to rural development	Used to brief experts
1981		
Africa		
Ethiopia	Trade promotion oriented to rural development	Project proposal awaiting financing
Lesotho	Cut roses	Follow-up not recommended by expert
Mali, Senegal	Follow-up mission: onions	Constraints, follow-up limited
Niger	Follow-up mission: onions	Important export product of Niger
Senegal	Follow-up mission: onions	Constraints
Swaziland	Export development for RD	Constraints
Upper Volta	Follow-up mission: onions	Constraints, follow-up limited
Europe, Mediterranean and Middle East		
-	-	-
Asia and Pacific		
Bangladesh, India, Nepal, Pakistan, Sri Lanka, Thailand	Workshop on TP/RD at Economic and Social Commission for Asia and the Pacific - ESCAP	Limited follow-up in spite of interesting discussions and papers
Central and South America		
Cuba	Red ceramics	Presently no ITC follow-up
Honduras	Export development of handicrafts	Follow-up assured. Financing provided by development bank on basis of reports
Interregional		
	-	-
1982		
Africa		
Senegal	Trade promotion oriented to rural development	Interest assured; follow-up expected; constraints delaying more substantive programme
Ethiopia	WCARRD joint follow-up mission	Taken into consideration in ITC national project (to be implemented)

Table 2 (cont'd)

Country/region	TP/RD inputs	Results
Europe, Mediterranean and Middle East		
-	-	-
Asia and Pacific		
Malaysia	Export development/Rural development	Followed up through ITC national project
Nepal	Workshop on TP/RD	General impact limited in spite of interesting discussions and papers
Central and South America		
-	-	-
Interregional		
-	-	-
1983		
Africa		
Sierra Leone	Programming	Pending: follow-up expected
Europe, Mediterranean and Middle East		
-	-	-
Asia and Pacific		
Pakistan	Trade promotion oriented to rural development for fruits and vegetables	ITC national project has a rural development subprogramme. Horticultural section in the EPB being organized to follow up on recommendations
Central and South America		
-	-	-
Interregional		
-	-	-

36. Another reason for adopting the two-pronged approach referred to in paragraph 35 was to search for a possible new direction for the two programmes if that were to prove desirable and feasible. This was kept in mind throughout the evaluation exercise. To sustain the search for possible new guidelines for the programmes, a number of examples of export promotion oriented to rural development were studied. Export development activities in LDCs provided further indications, keeping in mind the serious constraints in many LDCs concerning export promotion oriented to rural development.

Bangladesh

37. Bangladesh has an extensive rural base and the authorities are fully aware of the need to promote the export of products from rural areas. There is an ITC executed national project implemented by the Export Promotion Bureau of Bangladesh assisted by two ITC resident senior advisers.[10/]

38. One input of the TD/LDCs special programme into Bangladesh was a mission concerning the export development of fresh fruits and vegetables. The adviser's recommendations on the marketing of fresh vegetables were followed up with market research and trade promotion missions abroad. Thus the input under the special programme was satisfactory and was followed up under the national project.

39. Other inputs under the TD/LDCs special programme were missions concerning export finance and incentives. These missions were timely and had a cumulative impact. Follow-up is likely, beginning with a seminar scheduled for October 1983.

40. A mission by a textile expert under the TC/LDCs special programme was considered satisfactory and his recommendations were incorporated into the ITC national project. An interesting, subsequent development for hand-loomed products has provided a rural base for such exports.

41. The recommendations of a mission by an ITC expert on the quality control of agricultural exports, undertaken under the TC/LDCs special programme, have been followed up and incorporated into the national project.

42. Bangladesh has an institutional and infrastructural base that should be favourable in any export development programme with a rural orientation. Under these circumstances, further inputs under the ITC special programmes, if desired and if feasible, could continue to have positive results.

Trade promotion oriented to rural development - a practical example

43. During a stopover on one of his field missions, the evaluation consultant learned about a trade promotion organization undertaking and co-ordinating successful trade promotion projects oriented to rural development. Details concerning one of these projects are given below.

10/ Throughout the evaluation report these kinds of projects are referred to as "ITC national projects", to distinguish them and their activities from inputs by the two ITC special programmes under evaluation.

44. In an isolated region of a developing country, some fruit producers, some exporters and some processers, together with dehydrating companies, entered into an agreement whereby the exporters would export processed fruit to an important buyer abroad. The procedure and mechanisms for these exports linked to rural development is of interest as they were made through the national trade promotion organization (TPO). A UNDP-financed ITC national project is being implemented with TPO in this country. For this exercise, TPO is the focal point, with ITC providing advisers and experts. Together, TPO and the ITC national project were able to meet this challenge because of a satisfactory information base, made more efficient through computerization, of a series of relevant data and through its contacts. A summary of the exercise is given below.

45. An importer abroad, needing the seeds of the fruit and if possible its seed powder, contacted TPO, which referred to its lists of co-operatives in various rural areas and of some big plantations. The co-operatives and the private plantations supplied their fruit to processing companies. Processing companies/exporters and dehydrating companies/exporters, respectively, manufacture concentrates of the fruit juices, by using the pulp and by producing the powder from the seeds left over. In other words, all the fruit supplied by the producers is used. The producers had and still have to increase production to supply and meet the needs of the importer. This provided a further incentive through profit sharing with the exporters; therefore there is a substantive impact in remote areas of subsistence farming. It took place without an input from the ITC TC/LDCs and TP/RD programmes but is described here because it provides evidence that exports oriented to rural development can achieve success if there is an appropriate mechanism to co-ordinate the various elements concerned.

46. It is of interest to consider some of these mechanisms being used. The national trade promotion organization concerns itself with technical co-operation and advice in post harvest handling, information on prices and market research, on trade and commercial practices and the preparation of promotional materials. At the same time it provides co-ordination and evaluation, with the task of supervision on behalf of the other interested parties, these being the financing agency for the agricultural component and for the supply of foreign exchange needed for the importation of seeds, etc.

47. The above case has been included to show a successful example of trade promotion oriented to rural development but this does not mean that the example is intended to bolster any argument in favour of the present TP/RD programme as it is. Any decision on the programmes would depend on a number of aspects, presented for consideration in this report.

Honduras

48. A handicrafts expert carried out an export development mission to Honduras under the TP/RD programme. The expert was highly praised and his mission had a very positive impact in that the Banco Centroamericano de Integración Económica - BCIE (or CABEI - the Central American Bank for Economic Integration) provided financing in accordance with the expert's recommendations. There have been spin-off activities in other Central American countries. Hence there has been follow-up as an indirect result of the financial input provided under the TP/RD programme by the handicrafts expert whose recommendations met with a favourable response from an already interested regional financial agency and others concerned.

Haiti

49. The technical assistance mission to Haiti of an ITC expert under the TC/LDCs special programme concerning the situation in, and problems of, the essential oil agro-industry was of importance. His report had an impact in Haiti although some of his recommendations have not yet been implemented because of lack of financing.

50. Another technical assistance mission under the TC/LDCs special programme was undertaken by a textile expert and concerned potential markets for handwoven textiles. However, no substantive follow-up appears to have been taken nor was there any evidence to indicate that this mission had a substantive impact.

51. Another mission financed by the TC/LDCs special programme was a programming mission. The recommendations of the adviser who carried out this mission have not yet been implemented because of the lack of funds.

The Sudan

52. The main technical assistance provided to the Sudan consisted first of missions to assess the prospects for the utilization of selected animal by-products, which, in turn, led to missions on the export development of gelatin. This technical assistance concerning gelatin became one of the main activities of the TC/LDCs special programme. At the end of the evaluation period, a major market study on the world market for gelatin and selected gelatin-based products was being processed for printing as a Technical Division exercise.

53. The study carried out on pulses under the TC/LDCs special programme had no impact in the Sudan as the export of pulses is marginal.

Senegal

54. The Senegalese authorities have shown particular interest in export promotion oriented to rural development. The Government requested an ITC mission within the TP/RD programme and further requested a follow-up mission, which is scheduled for November 1983. Since there is currently no resident adviser within the ITC national project in Senegal, liaison is maintained through a senior adviser under an ITC training programme in the six CEAO countries.

55. The ITC reports on the export market development of onions constituted an important early input under the TP/RD programme. However, this input appears to have had little impact in Senegal.

56. The seminar on gum arabic appears to have been useful but this could not be confirmed as no direct contact was possible with the participants. There was an input from the TC/LDCs special programme for this seminar. The study entitled Le marché de la gomme arabique et le développement de la production, a document of the United Nations Sudano/Sahelian Office, is being distributed.

57. It should be added that the institutional framework for export promotion oriented to rural development is favourable in Senegal and that the follow-up mission mentioned under paragraph 54 should continue the positive impact of programme inputs.

Collaboration with other agencies

58. The contact established by the evaluation consultant with a number of international organizations and agencies such as FAO, UNIDO and the World Bank was useful and confirmed the extent of the information and expertise available at these bodies. They are the repository of valuable information at the operational level concerning projects and other activities that could complement the implementation of the two special programmes at the country level. Of particular interest was the fact that financing agencies would be interested in considering the follow-up of recommendations resulting from the two special programmes in connection with export development provided that these should prove to be worthwhile and fit in with their own projects and programmes. The specialists and other responsible officers greatly assisted the evaluation mission in obtaining relevant factual information and the meetings confirmed the need for collaboration at the country level in the implementation of the two special programmes.

Preliminary appraisal

59. Parts I and II generally cover the factual elements of the report concerning the two programmes TC/LDCs and TP/RD. A preliminary appraisal, based on the factual review, would be that considerable effort has been put into the implementation of the two programmes, with the main thrust being directed to the TC/LDCs programme, with the TP/RD programme trailing far behind.[11/] This trend has its roots in the scope and definition of the TP/RD programme and to the fact that with time, the edges of the two programmes became blurred; it has been much easier to apply the more straightforward TC/LDCs programme than to tread in the more subtle area of export promotion oriented to rural development. The problems of rural development are by themselves matters of serious concern and difficulty without governments having to consider the dovetailing of infrastructures, institutions and other mechanisms for the application of trade promotion programmes oriented to rural development. Export development in rural areas may be accepted as a long-term possibility and therefore the tendency of the authorities has been to delay considering the application of the recommendations for such, if these involved financial inputs from outside sources. These and other aspects concerning the two programmes will be taken up Part III below.

PART III

EVALUATION, CONCLUSIONS AND RECOMMENDATIONS

A. Evaluation

60. While the two programmes under consideration have merit and deserve commendation there are some constraining elements. As this evaluation has the serious responsibility of submitting those aspects which ought to be taken into consideration for determining the future of the two programmes, this evaluation report contains discussions on some of the constraining elements. They are followed by proposals for the future.

11/ Missions and activities 1979-1983: TC/LDCs special programme, 82; TP/RD programme, 21; totalling 103 in all.

61. Taking the TC/LDCs special programme first, its objectives as summarized in paragraph 9(a) are clear-cut. To carry out these objectives, the strategies and approaches are described in the Second Medium-Term Programme, 1981-1983,[12] a description generally carried over into the Third Medium-Term Programme, 1983-1985.[13] These approaches cover a wide area of technical assistance under four groupings, the first three of which overlap and could lead to confused application. The description reads as follows:

> (i) Pre-programming research and advisory assistance, involving a comprehensive analysis of the scope for the export development of selected products, based on export market potential and supply possibilities within the economic framework of the least developed country concerned.
>
> (ii) Technical support to governments to evolve appropriate export development policies, including assistance in the formulation of export development plans, in conjunction with ITC country projects where these exist.
>
> (iii) Establishment of the basic elements for the formulation of viable export development projects, following pilot export market research activities, focusing on product lines (agricultural and manufactures) with apparent export potential.
>
> (iv) Development of basic export services, i.e., export quality control, export packaging, warehousing, transport, export finance and export costing and pricing, in selected LDCs, to enable governments to provide the basic servicing infrastructure to expand the export of the products assisted through steps (i), (ii) and (iii).

In practice, however, these four groups of strategical approaches have been simplified into the four generally corresponding broad categories: trade promotion, programming, feasibility studies, other specialized services. The subheadings under feasibility studies are (i) export potential studies (supply studies), (ii) market studies, (iii) pre-feasibility studies.

62. In many respects, the missions and other activities of the TC/LDCs special programme duplicated the technical assistance carried out for ITC national projects through DTC and the activities of the Technical Division. The activities, such as pre-feasibility studies, which give the TC/LDCs programme a new dimension over and above those usually provided by ITC, could also be carried out, if need be, in ITC through other administrative arrangements.

63. Missions and other activities within the TC/LDCs special programme have in effect given emphasis to export development. This is also true of the TP/RD programme. The missions and activities under these two programmes have in practice generally followed the same pattern.

64. The objectives of TP/RD programme are given in paragraph 9(b) above. The strategy to carry out the objectives was first presented in the Second Medium-Term Programme, 1981-1983.[14] It was subsequently redefined in the Third Medium-Term Programme, 1983-1985[15], as follows:

12/ ITC/AG(XIV)71, 27 October 1980, page 34, paragraph 141.
13/ ITC/AG(XVI)84, 1 December 1982, pages 34/35, paragraph 120.
14/ ITC/AG(XIV)71, 27 October 1980, pages 35 & 36, paragraphs 45-48.
15/ ITC/AG(XVI)84, 1 December 1982, page 36, paragraph 128.

- Studies, seminars and workshops at the regional or country level, focusing on the export development aspects of rural development programmes, and assistance in the formulation of action plans for rural products with export potential in close co-operation with trade promotion agencies and rural development organizations as part of national export strategies;

- Technical support to ITC technical co-operation projects, and to projects of other United Nations organizations and international and bilateral agencies, in order to ensure a more effective preparation of rural development projects.

The objectives as given in paragraph 9(b) are clear. But it is suggested that the emphasis should not be on dissemination of information but on direct technical assistance in export development with a rural base. The export development component being the basic thrust, its rural base would be implicitly dependent on rural production and product development. This would include non-farming, rural-based development; a broad enough definition to allow for a challenging viable programme for the final objective, export promotion.

65. It had already become evident at the time of the presentation of the Third Medium-Term Programme, 1983-1985, that response to the TP/RD programme would take much more time than expected because of constraints.[16/] The evaluation exercise confirms the existence of constraints; thus during the evaluation consultant's field missions, examples of successful export promotion oriented to rural development were sought to assist in gauging a suitable future direction for the TP/RD programme.

66. The activities under the TP/RD programme have tended to be those that would normally be carried out under the TC/LDCs special programme. At the same time, the TC/LDCs special programme has itself taken on elements of what may be considered trade promotion oriented to rural development, or to be more precise, export development with a rural base. Both programmes emphasize export development and as such have the same aims. It would be appropriate to consider whether or not a re-oriented single merged special programme with redefined objectives directed to export development would be more appropriate than the present two special programmes.

67. The application of the results and recommendations of the missions and other activities undertaken under the two programmes may in certain cases lose momentum. One reason is that the two programmes are not within the Division of Technical Co-operation (DTC), which is responsible for ITC national projects. The DTC desk officers are directly responsible for the supervision and servicing of these ITC national projects and as such they should be familiar with the relevant institutions, infrastructure and government trade policies of their respective countries. As the technical assistance provided under the two programmes under evaluation is directed from outside DTC, it may not necessarily be timely or satisfy the priorities of the ITC national projects. In such cases, the recommendations resulting from a special programme input may find obstacles to direct follow-up in the country concerned. When there are inputs from the special programmes and under the ITC national project, the

16/ ITC/AG(XVI)84, 1 December 1982, page 36, paragraph 127.

input under the special programmes may not be well co-ordinated with the activities under the national project. Thus efforts to achieve optimum results may flounder. This does not arise if there are special circumstances, such as programming or trade promotion missions undertaken within the two special programmes at the specific request of DTC, in order to prepare for a future ITC national project or for other specific purposes previously agreed upon. But it is nevertheless true that because of their attachment to OSP, the two special programmes work in relative isolation and may not achieve results that would be commensurate with the efforts and inputs provided.

68. The liaison between OSP and DTC may at times take on a somewhat haphazard character and the timing of the missions dependent on when financing is obtained. Furthermore, financing is to be used within an interregional context in accordance with the project proposal presented to the donor. Thus the timing of a mission so financed and its direction may not always coincide with the immediate requirements of DTC for a given ITC national project. Circumstances may put obstacles in the way of taking sufficient account of DTC priorities. As long as the activities of the two special programmes are not fully integrated with the ITC national projects and closely linked to, and co-ordinated with, the relevant activities of the desk officers of DTC, constraints will continue.

69. It is significant that ITC's Office for Africa felt that the input of the two programmes was insufficient for the countries of Africa.[17/] However, this region received more in terms of resources for missions from these two programmes than the other three ITC operational regions combined. Thus one must conclude that their efforts may have been too diffused to have had a pronounced impact at the national level. Furthermore, it was felt that there was insufficient consultation with DTC by OSP concerning the inputs under the special programmes. (There are similar reactions elsewhere in other situations where more substantive pre-mission consultation would have been desirable.) It is significant that this need for closer integration within ITC national projects was touched upon in ITC's Third Medium-Term Programme, 1983-1985, in which it was emphasized that the Special programme of Technical Co-operation with the Least Developed Countries was "designed to complement ITC assistance to LDCs provided within the framework of country projects".[18/]

70. In view of the constraints inherent in the present administrative arrangements for the implementation of the two special programmes, a solution will have to be found. The solution, which must be technically sound, should ensure the continuous close integration of the technical inputs of the two special programmes within ITC national projects and in other related inputs. For these reasons, the two special programmes (or preferably a single merged special programme) should be under the direction and supervision of the office of the Director of DTC. This should meet the technical requirements for the continuation of relevant objectives of the special programmes in support of ITC national projects.

17/ Referred to in paragraph 32.
18/ ITC/AG(XVI)84, 1 December 1982, page 33, paragraph 117.

71. Another reason for this solution is that the catalytic role of the two special programmes would be much more effective through their attachment to the directorate of DTC where they could be used in close liaison with the regional offices of DTC. Inputs under these two programmes could also be used for special activities, such as for regional projects and for other dimensions.

72. The attachment of these two programmes (or one combined special programme) to the directorate of DTC of course means the transfer of the special adviser directly responsible for these programmes. This would be an opportune moment for this special adviser to develop personal contacts with the organizations and agencies referred to in paragraph 58, in particular with financing agencies, at the operational levels. This operational contact, which is an essential function, has been specifically included in his job description but has not been put into practice. This is a serious omission that should be rectified in the future as a requisite for the future development of the special programmes.

73. There have been two distinct stages of the two programmes, the first or initial stage, 1979-1980, and the contemporary stage, 1981-1983. The second stage has the advantage over the first, since in the second the two programmes have become structured and provided easy access to needed information. Concerning the first stage, even if it goes back to 1979 and 1980, five and four years ago, one might have hoped for better preparedness and less dislocation of available information at the time of the evaluation exercise.

74. For the evaluation exercise, available published reports were considered and not material concerning reports which were not finalized. However, there is reason to believe that the majority of missions culminated in published reports.

75. During the formative and initial stage, there was an understandable desire to try to meet the new challenge of these two programmes. The fruits of this initial preoccupation can be seen in the implementation of a total of over 100 missions and other activities. There is another facet - financing. These missions and activities could only be realized under financing from donors. They were therefore dependent on the acceptance of relevant project proposals, prepared within an interregional context, submitted by the Office for Special Programmes for presentation through the usual channels to donors for financing. This procedure was necessary from the outset of the two programmes and was also required for the financing of the post of special adviser directly responsible for the programmes.

76. When these two programmes were first presented to JAG at its twelfth session in March 1979, the original intention had been to obtain the general financial support of a special trust fund. However, donor countries were prepared to consider financing specific proposals but not the provision of such a trust fund. Subsequently, as an alternative to a trust fund, financing for the two programmes (TC/LDCs and TP/RD) was proposed through multi-donor projects with more general coverage than specific project proposals. After a while, various donors preferred to receive specific projects for consideration.

77. The need to present specific projects for the implementation of missions and other activities under the two programmes may have put a premium on finding acceptable projects and on formulating these project proposals, within an interregional context, in such a way as to be acceptable to donors. With the approval of the projects, there was the incentive to implement the missions or other activities of the special programmes in selected countries without necessarily obtaining the wholehearted support of the responsible officers in DTC. On the other hand, DTC welcomed the financial inputs in a situation of scarce availability of extra funds for ITC national projects. Nevertheless, the same constraints discussed in paragraphs 67 et seq. and particularly in paragraph 68 may well have arisen.

78. The financial contributions from donors are of vital importance to these two programmes. There has been a progressive decrease in the allocation of resources to the two programmes as a percentage of total ITC programme expenditure.[19/] It can be taken as indicative. For anyone who may feel that the activities carried out within a special framework should continue, the alarm signal should have a salutary effect. Unless there is a reorientation of the programmes, the efforts could be frittered away and the effects transient.

79. In the light of this situation and of the findings of this present exercise, a change of tenor of the two special programmes is suggested, a merging of the two programmes into a single programme and the assurance of financing of one senior adviser with sufficient travel funds, responsible at the operational level for the combined programme; in other words, the financing of one specific and separate project for this senior adviser. He would support ITC national projects, with emphasis on certain defined elements of technical collaboration in an integrated approach to export development.

80. The need for the assurance of travel funds for this special senior adviser has its precedents. In 1973, when the then Functional Advisory Service was set up in ITC, the 9-10 functional advisers (now called senior advisers), all had yearly travel funds allotted to them within their individual projects. The early success of that new activity in 1973 would have been difficult to achieve if those functional advisers had been hampered in their work by lack of travel funds. To a great extent, therefore, it can be said that this financial support ensured the establishment of that service. The current senior advisers depend to a greater or lesser degree on specific projects for their travel funds. The same limitations should not apply to the senior adviser to be responsible for the proposed new special programme until this new programme becomes fully established and ITC national projects can integrate components that cover a part of the activities of this new programme into their future country projects.

19/ Tables 1 and 2, annex IV.

81. Proposals for specific project financing for future implementation within the new special programme should be carefully prepared. In the first instance, the special technical assistance would be provided by the senior adviser himself within his own project; for instance, through desk and field research, in particular by programming missions and the like. The activities of this adviser need not preclude, however, under well defined circumstances, the preparation of specific projects for presentation to donors, but this would be done within the context of ITC national projects in close co-ordination with DTC and in consultation with the Technical Division. Before recourse to donors, consideration should be given to whether the proposed activities could be included in a timely manner within the ITC national project, with an initial appraisal of the viability of the proposed activity, and in the light of the infrastructure and institutions of the concerned country. For regional projects the same principle should apply, mutatis mutandis.

82. Before continuing, an answer should be given concerning the question, sometimes raised, as to whether the two special programmes should be continued or not. This matter is considered below.

83. It may be assumed that the TP/RD special programme is likely to be terminated owing to lack of sufficient financial support and other constraints. These constraints imposing limits to its application are partly due to the present definition of objectives and scope.[20/] The merging of viable elements of the TP/RD special programme into a single programme with a modified TC/LDCs special programme would consolidate the special technical elements for export development in support of a national project, whether executed or implemented by ITC under an ITC national project or otherwise.

84. In considering the question of the continuation or otherwise of the TC/LDCs special programme, it is evident that there are viable elements of special technical co-operation with LDCs concerning their export development. On those grounds, a modified TC/LDCs special programme should continue. Furthermore, the termination of this programme would seriously weaken ITC's capacity to comply with its mandate for special technical assistance within the context of SNPA, ACC, WCARRD and other relevant United Nations activities and its capacity to provide special technical assistance to LDCs as required.

85. The combined special programme should provide technical assistance for export development. This new programme could therefore be defined as a special programme of technical co-operation with the LDCs and low income developing countries with particular emphasis on rural-based export development.

86. The above definition would include export promotion projects with a rural base undertaken in LDCs. In any case, the majority of developing countries, and all the more so LDCs, depend to a greater or lesser degree on products and production from their rural regions. In addition, the above definition would permit complementary technical assistance to be provided for the benefit of both LDCs and the low-income developing countries. While the thrust would continue to be LDCs, technical co-operation could be provided for low-income developing countries, if

20/ Given in paragraph 9(b).

needed, for their export development, thereby maximizing activities within the new programme. Such activities could be undertaken on behalf of low-income developing countries, during waiting periods before the LDCs implement proposed measures concerning export promotion based on rural products and production, possibly under their medium or longer term programmes. The new programme would not concern itself with internal problems of employment and other factors for which ITC cannot provide adequate inputs. The ITC input would be directed to export development and would be integrated within the ITC national projects and/or in collaboration with any other relevant projects undertaken by other agencies.

87. The complementary support in export development provided by the new programme to ITC national projects in export development could consist of the following components: (a) trade promotion, with special elements consisting of an integrated approach to export development, including investigation of market opportunities, supply potential, product adaptation, incentives, financing, institutional arrangements and government policy measures; (b) programming, with special elements consisting of the elaboration of export development programmes in the context of national economic development and export policy framework, such programmes to be related to other ongoing activities; (c) the preparation of information on investment possibilities in export-oriented industries by national companies, through joint ventures, international, bilateral or national financing agencies.

88. Feasibility studies are not specifically mentioned though they serve to attract investors; ITC's current capacity is not fully geared for this type of work. If feasibility studies are required, ad hoc arrangements and financing could be considered and if need be, the mechanism suggested in paragraph 81 could be applied.

89. The use of the special services as at present[21/] would continue under the ITC national projects that normally include the possibility for the utilization of such services, for instance, export packaging, quality control and export finance. Where additional financial inputs are required under the special programme activities, the mechanism suggested in paragraph 81 could be applied. The services of the senior advisers of OSP/DIP would thus be assured.

90. The over 100 missions and other activities that have resulted in reports form the bulk of the inputs provided under the two programmes under evaluation. This output is impressive. These reports have been given prominence in the summary provided in tables 1 and 2 on pages 13-18 of this report. The obstacles to follow-up included the level of priority given to the experts' recommendations, the absence of an ITC national project or other co-ordinating mechanisms, and, above all, financial constraints for the implementation of the experts' recommendations. As a result, for a number of activities, there was either no follow-up or the matter was left pending. If left pending too long, the result could be no follow-up. The tables include follow-up through what may be termed spin-off activities within ITC national projects. On these grounds it can be said that these missions served as catalysts. At the same time the distinction between their catalytic effect and the regular activities of ITC national projects may become rather vague.

21/ Paragraph 61(iv).

91. Missions were undertaken to 33 developing countries in the four ITC operational regions. The scope of the assistance provided by the experts and specialists has been varied, covering a wide range of ITC activities. In a number of cases, there was satisfaction with the ITC input. In other cases, national counterparts felt that the time spent by these experts in the country was often too short to allow for an in-depth appraisal and that, therefore, their general recommendations were already known to many of the persons concerned.

92. Some missions were single visits without follow-up missions and some were a series of visits to a number of countries by experts for a selected product or group of products. As the object of these missions was export development, the reports are product development oriented and have extensive information on production; they are not sufficiently market oriented. A better balance between the two is needed. Prior to such export development missions, expertise within the Technical Division should be tapped and through these officers, if need be, expertise within FAO, UNIDO or other agencies. Although this may slow down the undertakings of these types of missions, such preparatory work could prevent duplication of effort.

93. In an appraisal of quality, a majority of the reports are good although there are exceptions. In certain cases, other experts had to finalize reports that were insufficient.

94. The two programmes under evaluation also provided financial support to other ITC activities. This led to a somewhat anomalous situation during the evaluation exercise whereby the evaluation consultant had to look into activities in which the two programmes had very little or no technical participation. A typical case was the technical assistance provided by the handicrafts expert in Honduras and elsewhere in Central America. This exercise did, however, provide further guidance to the evaluation consultant for the conclusions and recommendations.

95. The missions and other activities undertaken within the TC/LDCs special programme have been diverse and, as may have been expected, have not been very different from other ITC activities. In spite of the endeavours made to find a new direction, it is doubtful that any corresponding activity could have been undertaken without going outside the frame of ITC specialization. Export development has become an important component of the special programme. Export development is based on product development. At one point there should be, if product development technical assistance is required, specific collaborative arrangements with FAO, UNIDO and other responsible specialized agencies. In general, such arrangements do not seem to have been fully realized, possibly because these much larger organizations have their own tempo in their project processing. Specific arrangements would depend on the availability of project financing under the TC/LDCs programme. The example of follow-up arrangements with UNIDO came about in the course of a series of ITC missions, which themselves required rather extensive use of resources under project financing falling under the TC/LDCs special programme. Availability of financing resources is the predominating factor for the special programme. Since it is becoming clear that the scope for finding a new direction is limited, it may be opportune to consider the introduction of a new mechanism for the preparation of project proposals for a future TC/LDCs special programme.

96. The challenge inherent in the TP/RD programme might have been met in another manner. Emphasis of its role of dissemination of information on TP/RD rather than on technical assistance was constraining. Interesting and stimulating workshops undertaken in relative isolation, and not within a specific TP/RD component of a national project, did not have the impact they deserved. If the terms of reference of the TP/RD programme had been enlarged or modified, it might have received more support. Rural-based export promotion, which implies product development, has the same objective as export development in most developing countries with a rural base. Such a definition could have provided a better impetus for the TP/RD programme.

97. Under his terms of reference, the evaluation consultant is also required to compare actual impact with expected impact. It would be difficult to maintain that the expected impact of activities under the TD/LDCs programme, as proposed in paragraph 142 of the Second Medium-Term Programme, 1981-1983,[22/] was appreciably realized. In particular, the expected impact through activating local and international investment initiatives appears to be still a matter for the future. On the other hand technical assistance in connection with export services has been more positive. The expected impact under the TP/RD programme indicated in paragraph 149 of the same document[23/] was not significantly realized.

98. Under the terms of reference of the evaluation, comments are also required concerning the degree of achievement of the programme objectives as stated in paragraph 9. There is insufficient evidence to conclude without reservations that these stated objectives were realized. It is clear, however, that considerable time and effort has been devoted to trying to meet these objectives. It should be noted that it soon became evident that the pursuit of a new direction for meeting the challenge of the two programmes was unlikely solely within the ITC specialization of trade promotion and marketing. Nevertheless, the emphasis given by the

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22/ "A selected number of LDCs will be expected to benefit directly from this programme during the programming period in the form of: improved and strengthened export sectors; activated local and international investment initiatives to expand the production base for future export; more effective export services, guaranteeing adequate support to formative export industries." ITC/AG(XIV)/71, 27 October 1980, paragraph 142, page 34.

23/ "Increased ITC involvement in technical co-operation activities under this TP/RD programme should result during 1981-1983 in a growing awareness by many developing country governments, and within inter-governmental development co-operation agencies, of the need to foster the export development of rural-based products. Export development activities undertaken under the programme in 1979-1980, and to be undertaken during the programming period, should also lead to increased revenues for segments of the rural populations in developing countries, and to encouraging the growth of similar initiatives by governments and the business sectors. The initiatives undertaken by the programme should therefore result in strengthening rural development programmes in a number of developing countries." ITC/AG(XIV)/71, 27 October 1980, paragraph 149, page 36.

two programmes on export development allowed them to function substantively according to the objectives, in support of ITC national projects; they may be commended therefor. On the other hand, it is not evident that the results of certain combined series of missions for specific product development, undertaken within the interregional context, under the programmes, have been commensurate with the time and effort devoted to them. In connection with other activities, for instance those concerning SNPA, it may be expected that these will continue.

99. Evaluation is required concerning comparable ITC activities outside the two special programmes. ITC resources for such comparable technical assistance projects outside the TC/LDCs programme have been much larger (estimated at 24%) through national projects and Technical Division activities on behalf of LDCs. It may be assumed that this trend will continue and that the resources will increase. Outside the TP/RD programme, there is no comparable specific activity other than that concerning export development where the outcome could provide benefits to rural areas without ITC involvement. Under these circumstances, any future special programme, with much smaller (and presently decreasing) resources, should be limited to providing direct support to ITC national programmes.

B. Conclusions

100. Concerning the future, there appear to be three options: (i) to continue the two special programmes TC/LDCs and TP/RD as they are; (ii) to terminate one or both; or (iii) to find another solution.

101. The realities of the present situation indicate the termination of the present TP/RD special programme. Nevertheless, certain elements have merit and should be retained, preferably within a modified TC/LDCs special programme. The thrust would continue to be export promotion and the application would be rural-based export development. The present definition of export promotion oriented to rural development would be discarded. There would be no ITC involvement in internal matters concerning rural development as such, but through export development, there could be beneficial offshoots, such as increased employment and other benefits, through, for instance, profit sharing between exporters and producers.

102. The two special programmes and in particular, TP/RD, have definite responsibilities and tasks concerning SNPA[24/] and within ACC Task Force on rural development for the implementation of the WCARRD Resolution.[25/]

103. The continuation of a special programme also has its raison d'être to support ITC's mandate endorsed in an UNCTAD VI resolution in which ITC is requested "... to enlarge its programme for provision of technical assistance for developing countries, in particular the least developed among them, in market research, development and promotion in the commodity field".[26/]

24/ Paragraph 24.
25/ Paragraph 25.
26/ UNCTAD IV Resolution 158(VI), adopted without dissent, 2 July 1983, Strengthening of the International Trade Centre UNCTAD/GATT, particularly in relation to commodities.

104. As has already been observed in the evaluation,[27] the two programmes have in practice tended to merge since both were directed to export development. The implementation was mainly through the TC/LDCs programme. This is the justification for the replacement of the two programmes by a modified TC/LDCs programme.

105. The TC/LDC's programme is limited to LDCs while the TP/RD programme can provide assistance to all developing countries. If the present TP/RD programme were to be limited to an LDCs framework, all other developing countries desiring technical co-operation under the present TP/RD programme would have to include this under their national projects. If on the other hand low-income developing countries were to be added for this purpose to a modified LDCs programme, a number of additional developing countries could benefit within a special framework for export promotion oriented to rural development. A list of low-income developing countries is given in paragraph 11.

106. The question of export promotion oriented to rural development and ITC's possible role, though carefully studied during the evaluation exercise, has not been taken up in detail in the present report because essentially the problem has been that of definition.[28] Inclusion of rural development in the definition has put too great an emphasis on internal rural development activities and the broad application of the definition would have tended to make the exercise too slow for ITC's tempo. If the emphasis is on rural-based export development, it becomes an exercise that can be realized in a shorter time, with production and product development a second component to be realized in co-operation with other responsible specialized agencies.

107. In the light of the above, the scope and definition of the new special programme in replacement of both present special programmes could be as follows: special programme of technical co-operation to least developed and low-income developing countries, with particular emphasis on rural-based export development. Under this proposed definition, while the emphasis would be on rural-based export development, the new programme would not exclude technical co-operation for the export promotion of export oriented industrial outputs, in addition to agro-based export industries. The basic elements of technical assistance would still be programming missions, market and product research, trade promotion and other special services, with applications as given in paragraph 87.

108. The emphasis to be given to the new programme on rural-based export development would enable it to cover any least developed country and any low-income developing country also interested in export promotion oriented to its rural development policies or programme. The third group, the other developing countries, would not be included but any one of them could be serviced through an ITC national project if it so desired. This solution is also justified because the new combined programme with its limited resources should not spread itself out too thinly. If it were to cover all LDCs (as has been the intention in the present TP/RD programme), it could lose its efficacity. On the other hand, the proposed inclusion

27/ Paragraphs 63 and 66.
28/ Mentioned, inter alia, in paragraph 10.

of low-income developing countries under the new programme would allow it to maximize its activities as an additional exercise to the technical co-operation to be provided to LDCs. And this, without in any way reducing the extent and the thrust of technical co-operation with LDCs.

109. The transfer of the new programme to the directorate of DTC is pivotal for its practical continuity, with the concurrent transfer of the senior adviser operationally and directly responsible, with travel funds assured.[29] It would also be essential that the adviser have direct contacts with the investment agencies in the field to obviate the serious omission referred to in paragraph 72.

110. The modalities of application should be broad enough not to be constraining. At the same time, specific project proposals for financial support should be prepared through a close co-ordinating mechanism between DTC and TD concerning technical aspects. There could also be co-operative arrangements between DTC and DIP/OSP, for instance, for the financial support of the special services of OSP. The removal of the programme from an interregional environment into a DTC national and regional context (bearing in mind at the same time the close relationship between DTC and TD concerning export development activities) does not exclude the consideration of possible projects for the special programme of interregional dimensions, if needed, in viable export development exercises, in co-operative arrangements between DTC, TD and DIP.

111. Although administration and management is within the purview of the ITC Directorate, the proposed transfer of the special programme is based on technical considerations as explained in this report.[30]

C. Recommendations

112. In the light of the above evaluation, the following is submitted for consideration:

(a) The modification of the present two special programmes, TC/LDCs and TP/RD, into one programme, with

(b) A sufficiently broad scope to ensure the continuation of ITC's emphasis on special technical assistance to LDCs, and defined as a special programme of technical co-operation with least developed and low-income developing countries, with particular emphasis on rural-based export development, and

(c) Its transfer and attachment to the directorate of the Division of Technical Co-operation, with the assurance of financing of one senior adviser, directly responsible at the operational level for this programme, with sufficient travel funds.

29/ Paragraphs 79-81.

30/ In particular paragraphs 67-72.

Annex I

Evaluation Consultant's Terms of Reference

Duties:

The consultant will evaluate the Special Programme of Technical Co-operation with the Least Developed Countries and the Trade Promotion Oriented to Rural Development Programme as defined in ITC's Second Medium-Term Programme for 1981-1983 and as implemented since their inception in 1979 until the present time. The purpose of the evaluation is to give the Joint Advisory Group on the International Trade Centre UNCTAD/GATT an analysis of these programmes, including a comprehensive review of their achievements. In so doing, the consultant will offer guidance concerning the future development of the programmes. In this respect he should make clear and precise recommendations to the JAG. The consultant will, in particular, review the following aspects of the programmes:

1. The overall scope of the programmes and the resources devoted to them. This should include a comparison with the resources devoted to other ITC programmes and an assessment of the adequacy of these resources in relation to the identified needs of the recipient countries in these programme areas.

2. The manner in which the programmes have been designed, implemented and supervised.

3. The actual impact of the programmes compared with the expected impact, and the degree of achievement of the programmes' objectives.

4. The relationship of these programmes to work done on behalf of least developed countries and in trade promotion oriented to rural development under other ITC programmes.

5. The degree and efficacy of ITC's co-operation in these programme areas with other bodies, such as ILO, FAO, UNCTAD, UNIDO, the World Bank Group, regional development banks, and other relevant organizations; and the relationship with the Substantial New Programme of Action (SNPA) for the least developed countries.

6. The need for any change in the orientation or emphasis of the programmes from the viewpoint of content, management, methodology and resources. In this connection he will comment on the formulation of these programmes in the Third Medium-Term programme, 1983-1985.

The consultant will be assisted in his work by the Evaluation Section in respect of contacts with ITC headquarters and field staff, the procurement of relevant documents and data and arrangement of field visits. (The selection of countries to be visited will be made by the consultant.) ITC will also provide necessary secretarial services. The consultant will be expected to visit a fair sampling of beneficiary countries in ITC's four operational regions, as well as a number of other organizations active in these programme areas mentioned in para 5 above. The consultant's report will be strictly his own and he will personally present the report to the Joint Advisory Group at its seventeenth session. The report should not exceed 32 pages single spaced. ITC may, if it wishes, submit separate comments on the report to the JAG.

Annex/Annexe/Anexo II

List of persons met
Liste des personnes rencontrées
Listas de personas entrevistadas

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO), ROME

Marketing and Credit Service (AGSM)

Mr. H.J. Mittendorf	Chief

Agricultural Operations Division (AGO)

Mr. C.H. Bonte-Friedheim	Director
Mr. Thomas E. Tyler	Country Projects Officer, Asia and Far East Regional Operations Service (AGOF)
Mr. Krish V.B. Reddy	Country Projects Officer (AGOF)
Mr. Juan F. Bosch	Country Projects Officer, Latin America Regional Operations Service (AGOL)
Mr. Nessim Bensoussan	Country Projects Officer (AGOL)
Ms. D. von Werner	Country Projects Officer, Africa Regional Operations Service (AGOA)
Mr. A. Homevor	Country Projects Officer (AGOA)
Mr. R. Capitaine	AGO

Food and Agricultural Industries Service (AGSI)

Dr. S.K. Barat	Senior Officer, Hides, Skins and Animal By-products Specialist, Agricultural Services Division

Investment Centre (DDC)

Mr. McMiller	Senior Officer

Land Tenure and Production Structure Service (ESHL)

Mr. L.C. Arulpragasam	Chief

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT (IFAD), ROME

Monitoring and Evaluations Division

Mr. Ram C. Malhotra	Director

DHAKA, (Dacca) BANGLADESH

United Nations Development Programme - UNDP

Mr. Y. Kishi	Assistant Resident Representative

Export Promotion Bureau - EPB

Mr. Habibur Rahman	Director-General (in charge of EPB, in absence of Mr. Majimdu, Vice-Chairman)
Mr. U.N. Mahmudul Islam	Deputy Director
Mr. S.N.J.B. Kabir	Deputy Director
Mr. Md. Abdur Razzak Mondal	Deputy Director
Mr. Faridul Hassan	Deputy Director
Mr. A.K.M. Azizullah	Assistant Director
Mr. M.A. Jalil	Assistant Director
Mr. Sadek H. Chowdury	Assistant Director

UNDP Project (implemented by ITC with EPB)
(referred to in evaluation report as the national project)

Mr. J. Asoka D. de Lanerolle	Senior Trade Promotion Adviser
Mr. P. Murugasu	Senior Export Development Adviser
Mr. Julian J. Massawe	UN Volunteer, Librarian, Trade Information, EPB

Commonwealth input (spin-off from UNDP national project)

Mr. P.A.T. Gunasinghe	Adviser, small-scale handloom industry linked to rural development for exports

Ministry of Agriculture

Dr. Shawkat Ali	Joint Secretary

Rural Development Board

Mr. Ahbab Ahmed	Director
Mr. A. Ghafoor	Joint Director

Sadharan Bimu Corporation (Export Credit Guarantee Wing)

Mr. Rezaul Karim	General Manager
Mr. Md. Rahmatullah	Manager
Mr. J.M.A. Hashim	Deputy Manager

Eastern Regal Industries Ltd.

Mr. M.A. Bakhtear	Adviser

Iqbal Bros. and Co.
Mr. Iqbal

M. Anwar and Co.
Mr. Naseem

R.I. Enterprises (Pvt) Ltd.

Mr. Md. Gulam Rabbani	Managing Director

BANGKOK, THAILAND

Economic and Social Commission for Asia and Pacific - ESCAP, Bangkok

Mr. Chinnawoot Soonthornsima	Officer-in-Charge, Development Planning Division
Mr. S.P. Upadhyay	Chief, LDC's Section, Development Planning Division
Mr. K.P.G.M. Perera	Integrated Rural Development Unit
Mr. John C.C. Chew	LDC Section, formerly in Trade Division
Mr. Hideaki Fujimoto	Economic Affairs Officer, Trade Information Service, International Trade Division (in charge of Trade Centre in absence of Mr. Gunaratnam and of Mr. R.B. Arzadon, Director of International Trade Division)

GUATEMALA

Guatexpro

Sra. Fanny de Estrada	Subgerente
Sr. Francisco Alonso Osorio	Jefe, Departamento de Cooperación Técnica
Sr. Federico Arroyo	Jefe, Investigación de Mercados
Sr. Rodolfo Rivera	Responsable del Registro de Empresas

UNDP Project (implemented by ITC with Guatexpro)

Sr. Lars E. Hjelm	Coordinador de proyecto
Sr. Norman J. Caldera-Cardenal	Asesor en mercadeo
Sr. Nikos Vakis	Consultor CCI, manejo post-cosecha de frutas y hortalizas (del Cyprus Agricultural Research Institute)

HONDURAS

BCIE (Banco Centroamericano de Integración Económica)

Ing. León Paredes	Jefe, Area de Estudios y Promoción de Infraestructura
Lic. Fernando E. García	Area de Estudios y Promoción de Desarrollo Social
Lic. Hugo Roberto Hernández	Promoción de Desarrollo Social

Dirección General de Comercio Exterior - Secretaría de Economía

Lic. Geraldo Alvarado	Director General, Promoción de Exportaciones
Lic. Jorge Roberto Interiano	Director Ejecutivo de Comercio Exterior
Lic. Orlando Ramírez	Jefe de División de Política Comercial Exterior
Lic. Rafael Manzanares García	Sección de oferta y exportación de productos agrícolas

BANADESA (Banco Nacional de Desarrollo Agrícola)

Lic. Daniel Meza Palmer	Subjefe, Departamento Estudios Económicos

INA (Instituto Nacional Agrario)

Lic. R. Haydee de Martínez	Coordinadora Nacional del Projecto de incorporación de la mujer campesina al proceso productor y consolidación de grupos del sector reformado

Programa de las Naciones Unidas para el Desarrollo (PNUD)

Sr. Nino Moreno	Representante Residente, a.i.
Sra. Lubes Cáceres	Asistente de Programación

Organización de las Naciones Unidas para el Desarrollo Industrial (ONUDI)

Sra. Magdalena Fajardo de Savarain	Alta Asesora Industrial Extrasede, America Central, Panamá y Belize

Organización de las Naciones Unidas para la Agricultura y la Alimentación (FAO)

Sr. Carlos Andrés Zelaya Elvir	Asistente de Programación

HAITI

Secrétairerie d'état du commerce et de l'industrie

M. Imbert Legros	Directeur du commerce
M. Pierre André Guillaume	Economiste
M. Henri Robert Sevère	Direction de l'industrie

ONAPI (Office national pour la promotion des investissements)

M. St. Surin)	Responsables de la direction de l'entreprise
M. Marc J. Anglade)	haïtienne à l'ONAPI

Chambre du commerce d'Haïti

M. Louis A. Desrouleaux	Président
Mme. Paula A. Mevs	Secrétaire executif

IDAI (Institut de développement agricole et industriel)

M. Bernard Fatton	Directeur général
M. Gérard Dupesval	Directeur général adjoint

OPRODEX (Office de promotion des denrées exportables)

M. Yves Saintil	Directeur général

BID (Banque interaméricaine de développement)

M. Eric Pierre	Spécialiste agricole
M. Charles Pressoir	Officier des finances

OCEA (Office de commercialisation des essences aromatiques)

M. René Maximilien	Directeur

ONART (Office national de l'artisanat)

M. Toussaint Desrosiers	Directeur général
M. Roger Nicolas	Précédemment à l'IDAI et au SEN

Programme des Nations Unies pour le développement (PNUD)

M. Frédéric C. Thomas	Représentant résident
M. Pierre-Michel Astolfi	Représentant résident adjoint
Mme. Madeline Dupiton	Assistante principale au programme

WORLD BANK, WASHINGTON D.C.

Mr. J. Malone	Director, Agricultural Division, Operation Evaluation Department
Mr. D.R. Steeds	Projects Department, Western Africa Regional Office
Ms. Nancy Barry	Deputy Chief, Industrial Development and Finance Division, South Asia Projects
Mr. Carlo Punsalam	Operations Officer
Ms. M. de Nevers	Projects Officer
Mr. J. Abdi	South Asia Affairs
Mr. Mahmud A. Burney	Senior Adviser, United Nations Affairs (formerly World Bank Representative to United Nations, Geneva)
Mr. Cellie B. Boucher	International Relations

UNDP, NEW YORK

Mr. Gary Gabriel	Deputy Chief, Regional Bureau for Asia and Pacific

DEMOCRATIC REPUBLIC OF THE SUDAN

Ministry of Industry

Mr. Mohamed Widatalla	Assistant Director, Projects Department

Sudan Development Corporation

Mr. Awad Abdalla Higazi	Deputy Projects Director
Mr. Farouk Mohamed Abdelrahman	Manager, Research and Promotion
Mr. Hussein Sir-Elkhatim	Research Section, Projects Department

Khartoum Tannery

Mr. El Sheikh Tambal	Director General

Ministry of Agriculture and Irrigation

Department of Horticulture

Mr. Abdelmonim M. Abugseisa	Head of Vegetable Section
Mr. Abdelmatalib Hassan Abdaziz	Senior Inspector, Export Marketing Section

United States Agency for International Development (USAID)

Ms. Joyce Turk	

United Nations Industrial Development Organization (UNIDO)

Dr. Paavo Harju	Senior Industrial Development Field Adviser (SIDFA)

UNDP

Ms. Jennifer Haslett	Programme Adviser

ITC Project

Mr. Farid H. Nawas	Senior Trade Promotion Adviser, Project Co-ordinator

SENEGAL

Ministère du commerce

S.E. M. Abdourahamane Touré	Ministre
M. Raphaël Diouf	Conseiller technique au Cabinet du Ministre, Directeur général du Centre sénégalais du commerce extérieur à partir du 3 septembre 1983

Centre sénégalais du commerce extérieur

M. Boubacar Bâ	Directeur général (transféré au Cabinet du Ministre du commerce à partir du 3 septembre 1983)
M. Magatte Ndoye	Secrétaire général
M. Jacques Ndonz	Directeur du département de l'assistance pour la promotion

Ministère de la protection de la nature

Direction des eaux et forêts

M. Bass rou Diédhiou	Ingénieur des eaux et forêts, Chef de la division de la production forestière et des aménagements (Représentant M. Abdoul Dunur Fall, Directeur des eaux et forêts, Parc zoologique de Hann)
M. Ibrahima Gueye	Ingénieur des eaux et forêts, Directeur du project régénération du Gonakié

Agence sénégalaise d'assurances pour le commerce extérieur

M. Thiendella Fall	Directeur

FAO

M. Jan Winderickx	Représentant par interim Chargé des programmes FAO

PNUD

M. Gary E. Davis	Représentant résident par interim
M. Jean-Marc Marin	Administrateur du programme

Project du CCI

M. Jakim Hossenmamode	Conseiller principal en formation, Unité régionale pour la formation professionnelle

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)

Division of Policy Co-ordination

Mr. K. Goldschwend	Officer-in-Charge, Interagency Programme Co-ordination Section
Ms. M.A.J. Martin	Least Developed Countries Section (representing Mr. N. Ionescu, Chief of Section)
Mr. Karim Hasson	Section on Economic Cooperation among Developing Countries

Division of Industrial Operations

Mr. C. Antonio	Focal Point for Rural Development Programmes, Institutional Infrastructure Branch
Mr. S. Hisakawa	Institutional Infrastructure Branch
Mr. M. Kulczycki	Industrial Development Officer, Feasibility Studies Section
Mr. N. Suzuki	Industrial Development Officer, Feasibility Studies Section
Mr. R.O. B. Wijesekera	Special Technical Adviser, Pharmaceutical Unit

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT - UNCTAD, GENEVA

Special Programme for Least Developed, Land-Locked and Island Developing countries

Mr. P. Pant	Deputy Chief
Mr. E. Domnen	Senior Economic Affairs Officer
Mr. T. Weiss	Economic Affairs Officer

International Trade Centre UNCTAD/GATT, GENEVA (Project staff)

Mr S. Ratwatte	Senior Trade Promotion Adviser in Nepal (Nepal assignment completed)
Mr. J. Lormand	Consultant on Rural Development
Mr. A. Arnaud	Senior Trade Promotion Adviser, currently stationed in Ouagadougou, Upper Volta as a rural development expert

Table 1

Comparison of expenditure on selected ITC programmes as a percentage of total ITC programme expenditure, 1979-1982
(Percentage)

Programme / Year	TC/ LDCs	TP/ RD	Export Market Development	Inst. infra. for trade promotion at the national level	Specialized national trade promotion services
1979	2.3	-	42.4	16.5	9.0
1980	3.3	0.9	34.2	20.5	12.7
1981	4.7	1.9	30.8	18.7	13.4
1982	2.2	1.1	35.1	15.0	15.0

Source: Culled from ITC document submitted to JAG ITC/AG(XVI)/86/Add.1, 17 February 1983, page 9.

Table 2

TC/LDCs and TP/RD: distribution of resources used for field missions, by main geographical region, 1979-1983
(Percentage)

Year	Africa	Europe, Mediterranean and Middle East	Asia and the Pacific	Central and South America
TC/LDCs programme				
1979-1983	60	10	26	4
TP/RD programme				
1979-1983	58	22	-	20

Source: OSP (based on direct costs of country missions and pro rata allocations of overhead expenditure).

Table 1

Allocations and disbursements under the TC/LDCs programme, 1979-1983[a/]
(United States dollars)

Year	Allocation	Disbursements[a/]
1979	600,711	247,672
1980	790,329	381,309
1981	513,400	600,040
1982	360,019	482,876
1983	185,500	208,224
Total	2,449,959	2,040,121

	$
Difference between disbursements and allocations	409,839
Returned to donors	150,592
Funds available for implementation in 1983 to mid 1984	259,247

Source: Provided by ITC Budget Section, end September 1983.

a/ Disbursements up to and including August 1983.

Table 2

List of countries providing trust fund contributions to the two special programmes (TC/LDCs and TP/RD), 1979-1983
(United States dollars)

	1979	1980	1981	1982	1983	Total
TC/LDCs						
Canada	185,432	140,000	-	90,000	-	415,432
Denmark	45,715	19,925	-	-	-	65,640
Finland	55,764	55,404	83,400	48,112	18,000	260,680
India	-	-	50,000	-	-	50,000
Netherlands	199,800	155,000	100,000	61,907	50,000	566,707
Norway	-	30,000	30,000	70,000	40,000	170,000
Sweden	-	190,000	50,000	60,000	77,500	377,500
Switzerland	114,000	200,000	200,000	-	-	514,000
	600,711	790,329	513,400	360,019[b/]	185,500	2,449,959[b/]
TP/RD						
Sweden	-	264,000	50,000	50,000	37,500[a/]	401,500
Switzerland	-	100,000	100,000	-	-	200,000
	-	364,000	150,000	50,000	37,500	601,500

Source: Provided by ITC Budget Section, end September 1983.

a/ Six months July-December 1983.
b/ This total includes amounts not specifically mentioned.